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## Certificate

*It is here by certified that the paper ID : IJRASET64349, entitled  
The Role of Business Analysts in Optimizing HCM Systems: A Study of Post-  
Implementation Support Effectiveness*

*by  
Sharath Chandra Vanam*

*after review is found suitable and has been published in  
Volume 12, Issue IX, September 2024  
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*By [Signature]*

Editor in Chief, IJRASET